



15.905 Technology Strategy

Battles in the cellular communications business ecosystem: Nokia, Symbian and Motorola

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Agenda for today, Monday 30 April 2007

~12:45

Updated syllabus

~13:00

Mobile communications
business ecosystem



Syllabus

- Wed 25 Apr: discussion on standards
- Mon 30 Apr: Nokia, Motorola and Symbian
- Wed 2 May: Red Hat and the Linux Revolution
- Mon 7 May: Toyota Motor Corporation; Launching Prius
- Wed 9 May: Wrap Up



Feedback on first paper

- Specify your terms
 - what technology
 - what timescale
- Stick to the facts
 - eschew hype
 - seek out numbers
- Link to theory
 - no “cookie cutter”
 - causal relationships
- Structure
 - headings
 - statements and support
- Content
 - less is more
 - so what?
- Style
 - dispassionate
 - skeptical



2nd Short Interim Paper: 08:00 Thursday 3 May (EST)

- How have businesses *captured* the value that has been *created* during each *episode* in the evolution of the domain?
- What business models have worked, and which failed?
- How important are uniqueness, resources, intellectual property or complementary assets?
- How significant are compatibility standards or network effects?
- Looking forward, how do you *anticipate* the landscape for value *creation* will change?
 - innovation trajectories
 - demand opportunities
 - their co-evolution
- What are the *implications* for the *key players* within the domain, or adjacent to it and affected by it



Nokia, Motorola and Symbian

- Who are the key players within the mobile devices business ecosystem?
- What are each of their motivations and payoffs?
- What should each of them do?
- How do you think this contest will play out?
- What are the key scenarios?
- How does technological innovation shape the outcome?
- How does the evolution of the demand opportunity shape the outcome?